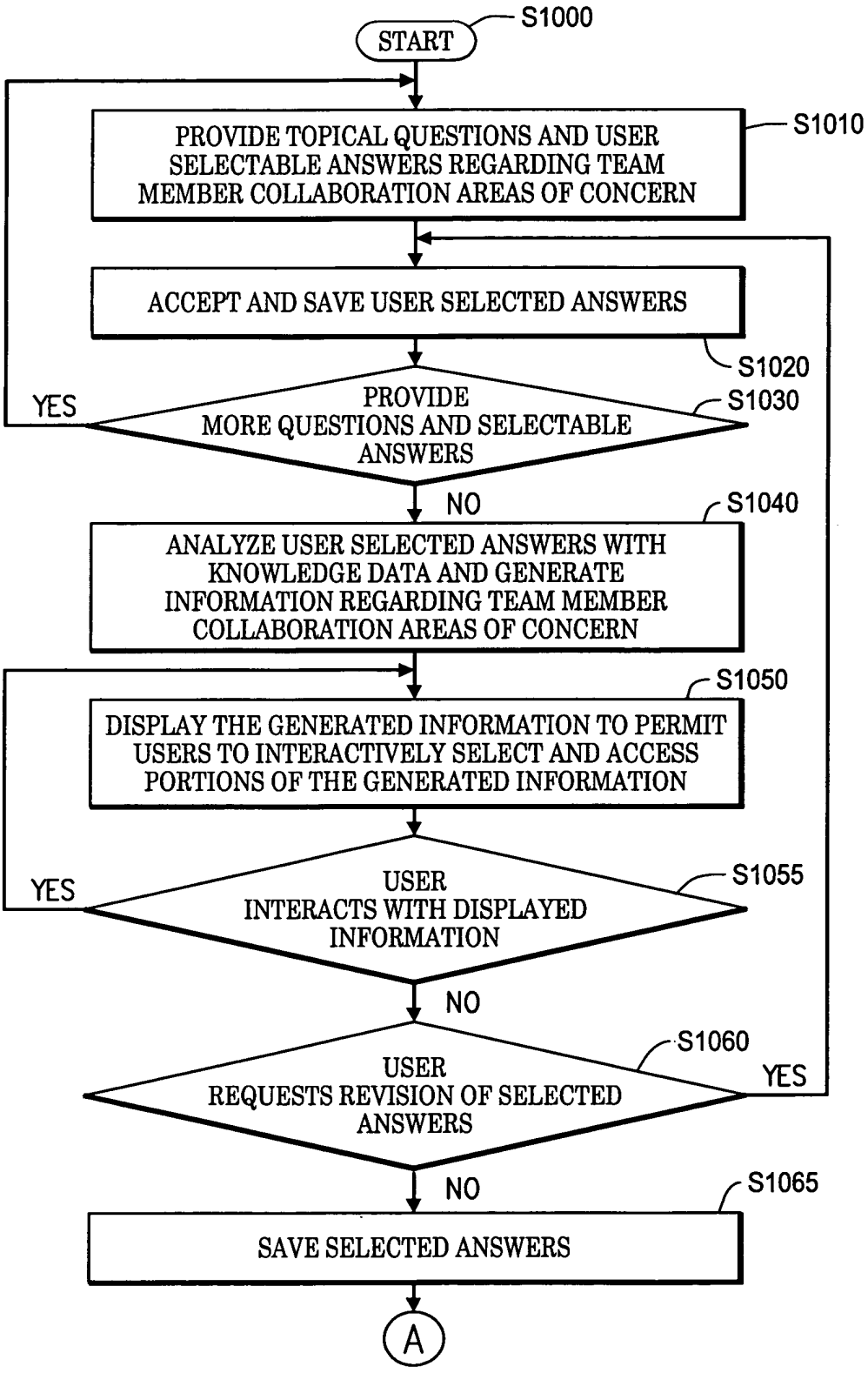
START
S1000
PROVIDE TOPICAL QUESTIONS AND USER SELECTABLE ANSWERS REGARDING TEAM MEMBER COLLABORATION AREAS OF CONCERN
S1010
ACCEPT AND SAVE USER SELECTED ANSWERS
S1020
PROVIDE MORE QUESTIONS AND SELECTABLE ANSWERS
S1030
YES
NO
ANALYZE USER SELECTED ANSWERS WITH KNOWLEDGE DATA AND GENERATE INFORMATION REGARDING TEAM MEMBER COLLABORATION AREAS OF CONCERN
S1040
DISPLAY THE GENERATED INFORMATION TO PERMIT USERS TO INTERACTIVELY SELECT AND ACCESS PORTIONS OF THE GENERATED INFORMATION
S1050
USER INTERACTS WITH DISPLAYED INFORMATION
S1055
YES
NO
USER REQUESTS REVISION OF SELECTED ANSWERS
S1060
YES
NO
SAVE SELECTED ANSWERS
S1065
A

Fig. 1

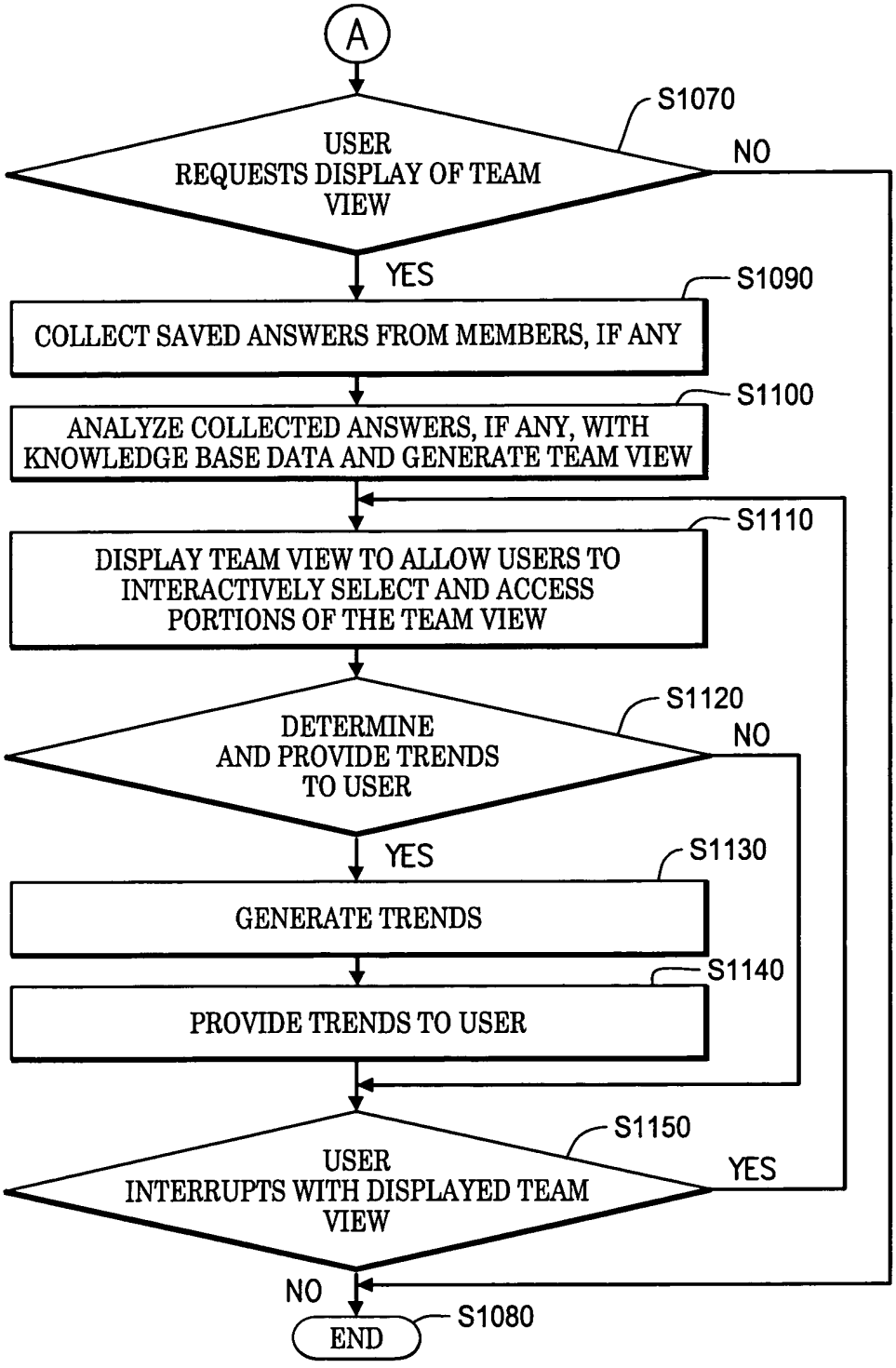
A
S1070
USER REQUESTS DISPLAY OF TEAM VIEW
NO
YES
S1090
COLLECT SAVED ANSWERS FROM MEMBERS, IF ANY
S1100
ANALYZE COLLECTED ANSWERS, IF ANY, WITH KNOWLEDGE BASE DATA AND GENERATE TEAM VIEW
S1110
DISPLAY TEAM VIEW TO ALLOW USERS TO INTERACTIVELY SELECT AND ACCESS PORTIONS OF THE TEAM VIEW
S1120
DETERMINE AND PROVIDE TRENDS TO USER
NO
YES
S1130
GENERATE TRENDS
S1140
PROVIDE TRENDS TO USER
S1150
USER INTERRUPTS WITH DISPLAYED TEAM VIEW
YES
NO
S1080
END

Fig. 2

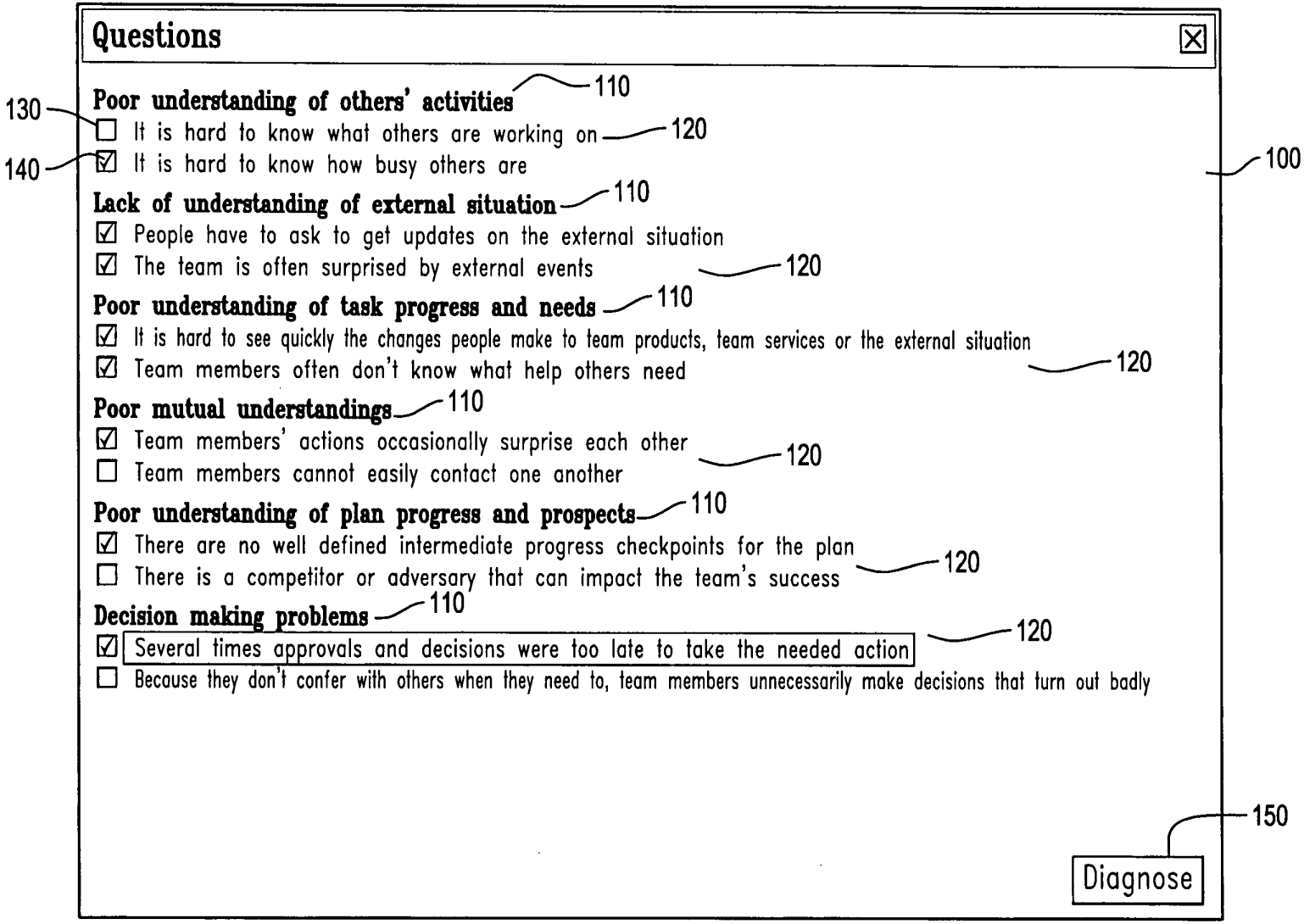
Questions
Poor understanding of others' activities
110
130
It is hard to know what others are working on
120
140
It is hard to know how busy others are
100
Lack of understanding of external situation
110
People have to ask to get updates on the external situation
The team is often surprised by external events
120
Poor understanding of task progress and needs
110
It is hard to see quickly the changes people make to team products, team services or the external situation
Team members often don't know what help others need
120
Poor mutual understandings
110
Team members' actions occasionally surprise each other
120
Team members cannot easily contact one another
Poor understanding of plan progress and prospects
110
There are no well defined intermediate progress checkpoints for the plan
There is a competitor or adversary that can impact the team's success
120
Decision making problems
110
Several times approvals and decisions were too late to take the needed action
120
Because they don't confer with others when they need to, team members unnecessarily make decisions that turn out badly
150
Diagnose

Fig. 3

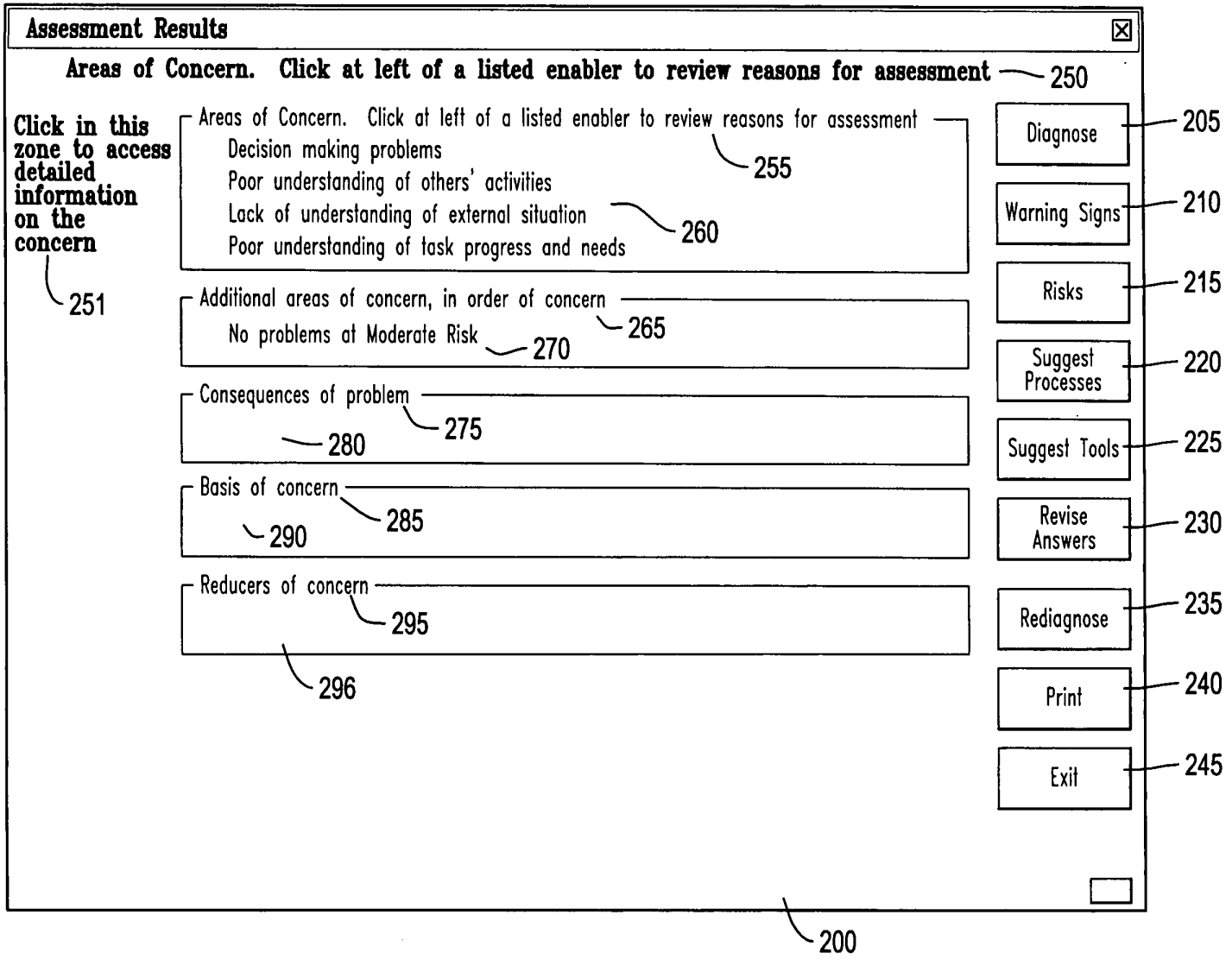
Assessment Results
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
250
Click in this zone to access detailed information on the concern
251
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
Decision making problems
Poor understanding of others' activities
Lack of understanding of external situation
Poor understanding of task progress and needs
255
260
Additional areas of concern, in order of concern
No problems at Moderate Risk
265
270
Consequences of problem
275
280
Basis of concern
285
290
Reducers of concern
295
296
Diagnose
205
Warning Signs
210
Risks
215
Suggest Processes
220
Suggest Tools
225
Revise Answers
230
Rediagnose
235
Print
240
Exit
245
200

Fig. 4

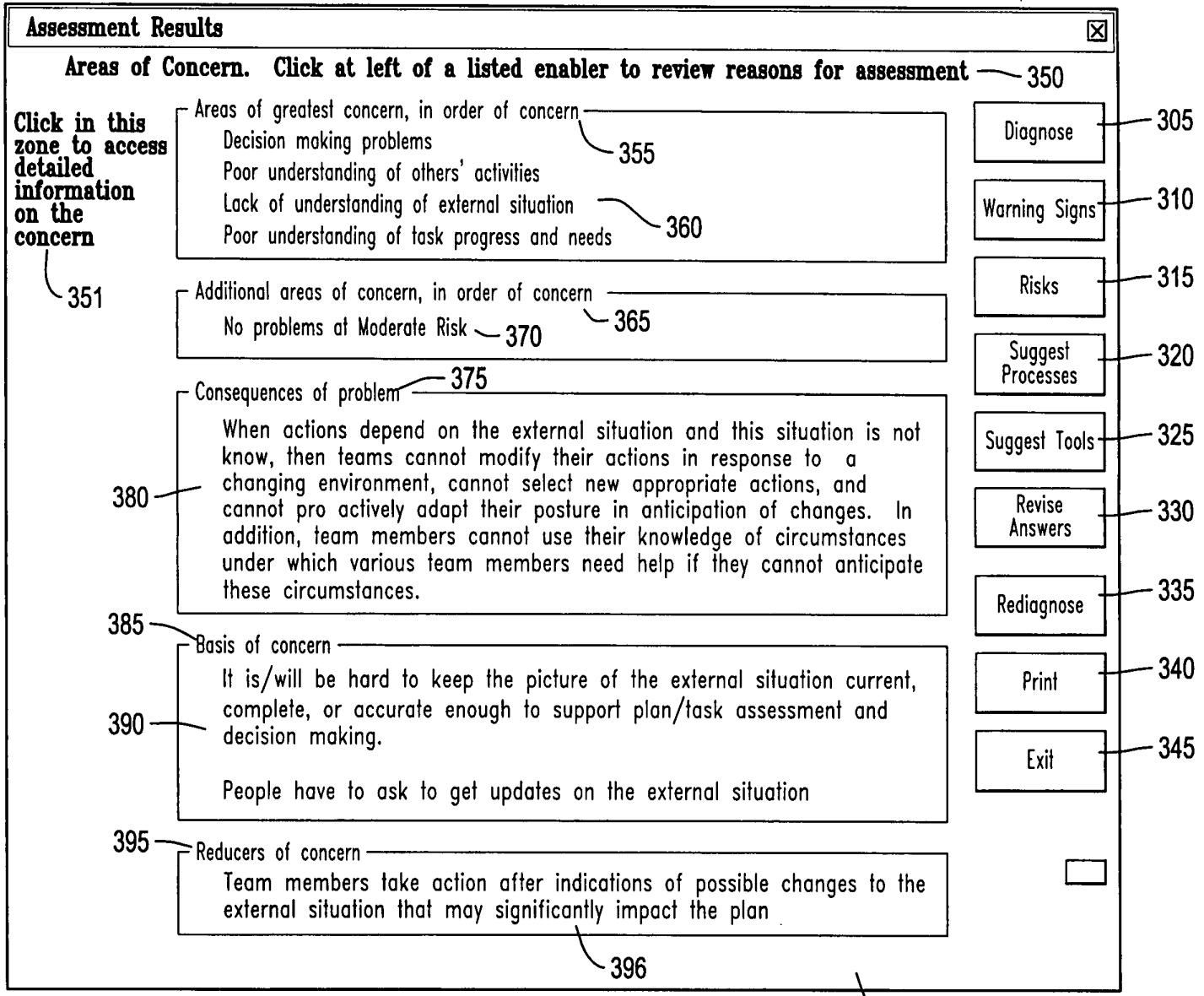
Assessment Results
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
350
Click in this zone to access detailed information on the concern
351
Areas of greatest concern, in order of concern
355
Decision making problems
Poor understanding of others' activities
Lack of understanding of external situation
360
Poor understanding of task progress and needs
Additional areas of concern, in order of concern
365
No problems at Moderate Risk
370
375
Consequences of problem
380
When actions depend on the external situation and this situation is not know, then teams cannot modify their actions in response to a changing environment, cannot select new appropriate actions, and cannot pro actively adapt their posture in anticipation of changes. In addition, team members cannot use their knowledge of circumstances under which various team members need help if they cannot anticipate these circumstances.
385
Basis of concern
390
It is/will be hard to keep the picture of the external situation current, complete, or accurate enough to support plan/task assessment and decision making.
People have to ask to get updates on the external situation
395
Reducers of concern
Team members take action after indications of possible changes to the external situation that may significantly impact the plan
396
Diagnose
305
Warning Signs
310
Risks
315
Suggest Processes
320
Suggest Tools
325
Revise Answers
330
Rediagnose
335
Print
340
Exit
345
300

Fig. 5

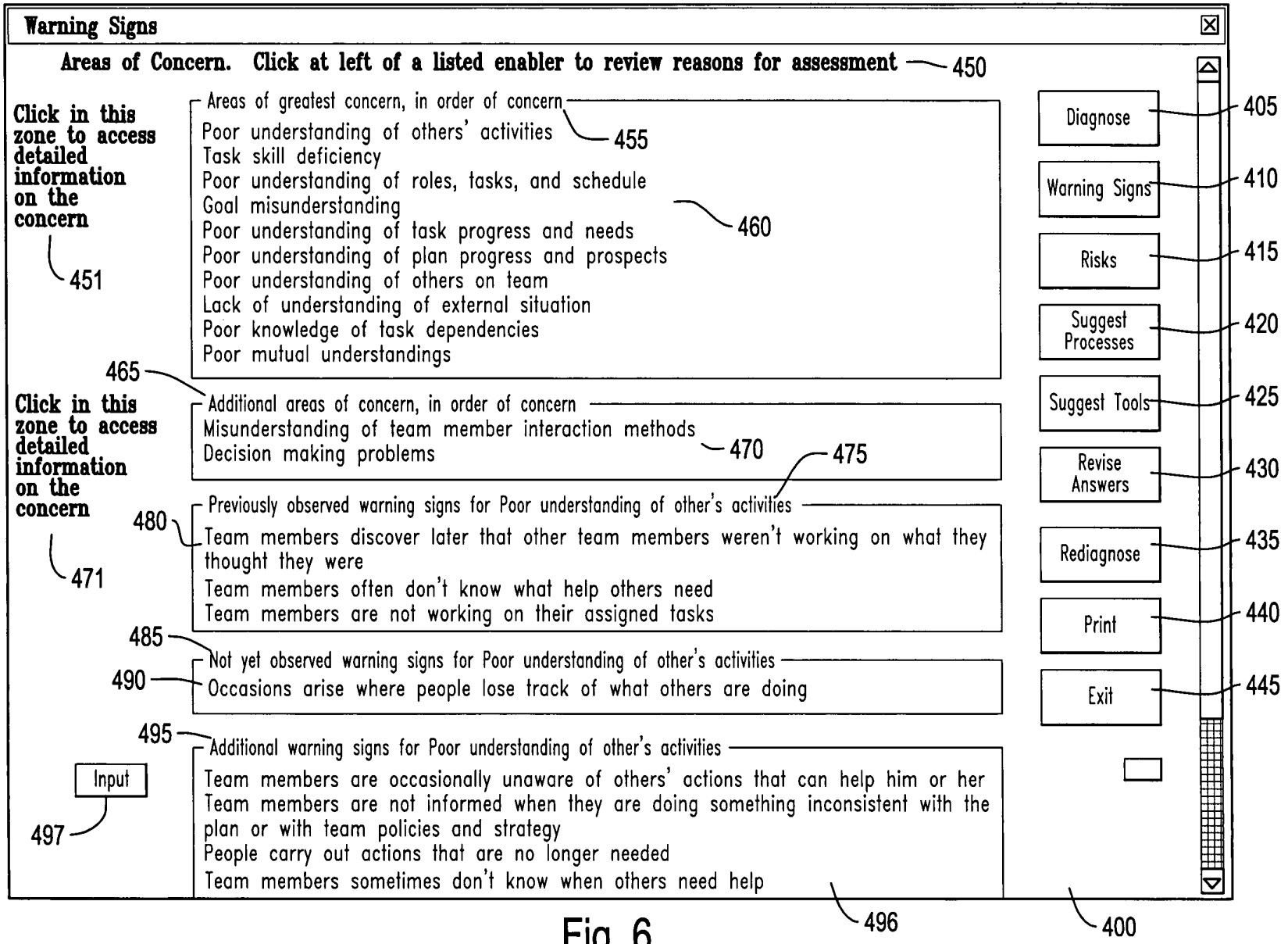
Warning Signs
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
450
Click in this zone to access detailed information on the concern
451
Areas of greatest concern, in order of concern
455
Poor understanding of others' activities
Task skill deficiency
Poor understanding of roles, tasks, and schedule
Goal misunderstanding
Poor understanding of task progress and needs
Poor understanding of plan progress and prospects
Poor understanding of others on team
Lack of understanding of external situation
Poor knowledge of task dependencies
Poor mutual understandings
460
465
Additional areas of concern, in order of concern
Misunderstanding of team member interaction methods
Decision making problems
470
475
Click in this zone to access detailed information on the concern
471
Previously observed warning signs for Poor understanding of other's activities
480
Team members discover later that other team members weren't working on what they thought they were
Team members often don't know what help others need
Team members are not working on their assigned tasks
485
Not yet observed warning signs for Poor understanding of other's activities
490
Occasions arise where people lose track of what others are doing
495
Additional warning signs for Poor understanding of other's activities
Input
497
Team members are occasionally unaware of others' actions that can help him or her
Team members are not informed when they are doing something inconsistent with the plan or with team policies and strategy
People carry out actions that are no longer needed
Team members sometimes don't know when others need help
496
Diagnose
405
Warning Signs
410
Risks
415
Suggest Processes
420
Suggest Tools
425
Revise Answers
430
Rediagnose
435
Print
440
Exit
445
400

Fig. 6

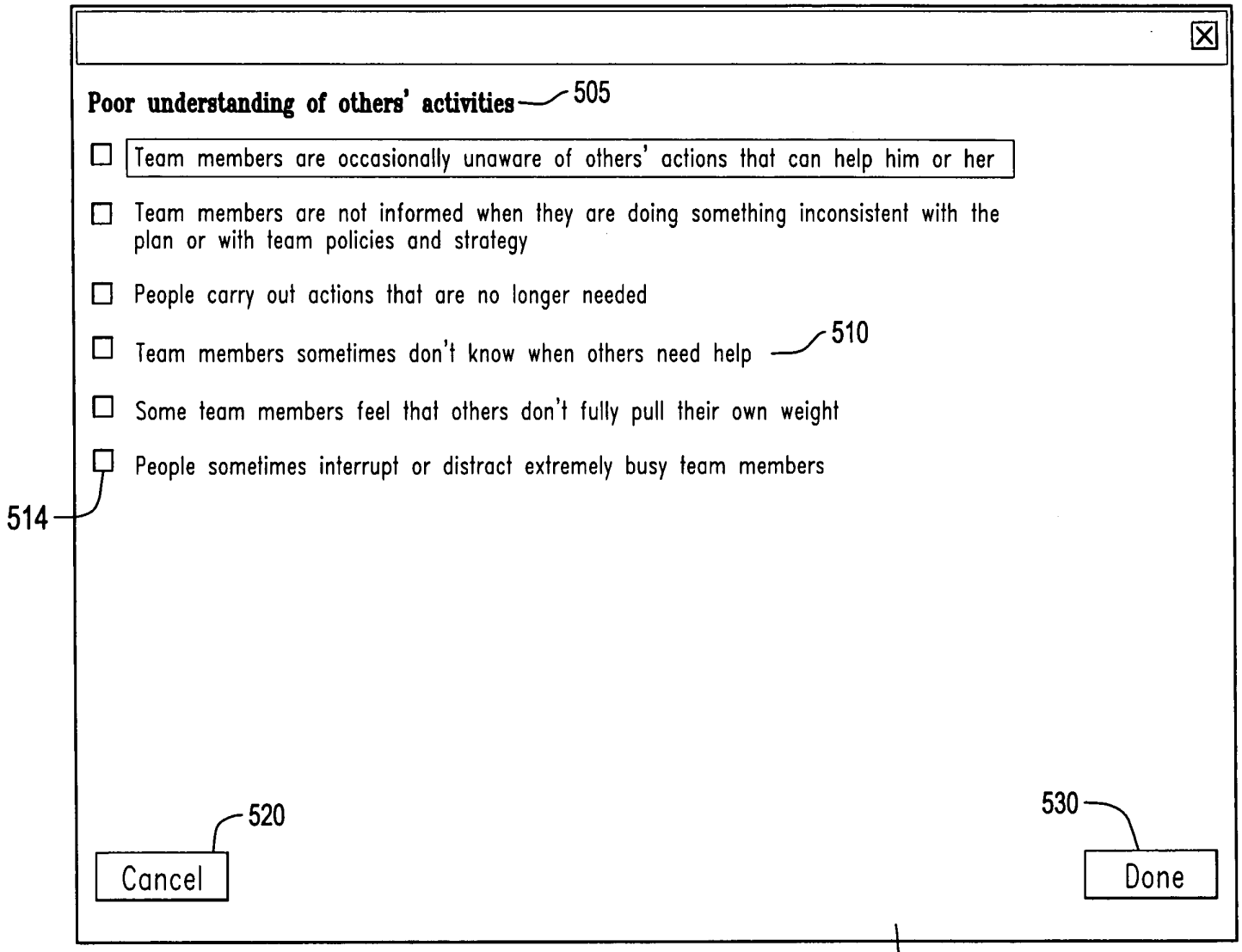
Poor understanding of others' activities
505
Team members are occasionally unaware of others' actions that can help him or her
Team members are not informed when they are doing something inconsistent with the plan or with team policies and strategy
People carry out actions that are no longer needed
Team members sometimes don't know when others need help
510
Some team members feel that others don't fully pull their own weight
People sometimes interrupt or distract extremely busy team members
514
520
Cancel
530
Done
500

Fig. 7

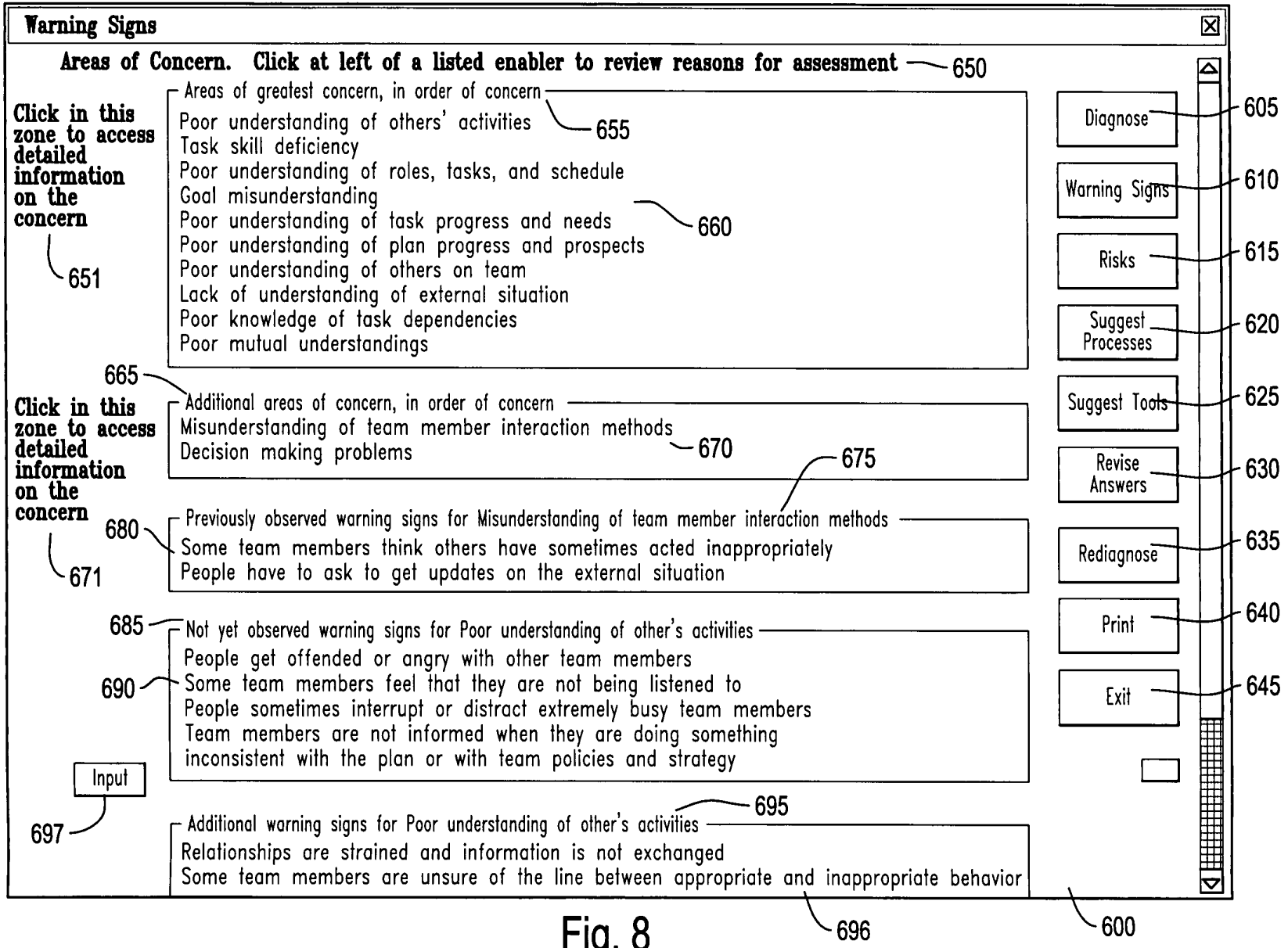
Warning Signs
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
650
Click in this zone to access detailed information on the concern
651
Areas of greatest concern, in order of concern
655
Poor understanding of others' activities
Task skill deficiency
Poor understanding of roles, tasks, and schedule
Goal misunderstanding
Poor understanding of task progress and needs
660
Poor understanding of plan progress and prospects
Poor understanding of others on team
Lack of understanding of external situation
Poor knowledge of task dependencies
Poor mutual understandings
665
Additional areas of concern, in order of concern
Misunderstanding of team member interaction methods
670
Decision making problems
675
Click in this zone to access detailed information on the concern
671
680
Previously observed warning signs for Misunderstanding of team member interaction methods
Some team members think others have sometimes acted inappropriately
People have to ask to get updates on the external situation
685
Not yet observed warning signs for Poor understanding of other's activities
690
People get offended or angry with other team members
Some team members feel that they are not being listened to
People sometimes interrupt or distract extremely busy team members
Team members are not informed when they are doing something inconsistent with the plan or with team policies and strategy
Input
697
695
Additional warning signs for Poor understanding of other's activities
Relationships are strained and information is not exchanged
Some team members are unsure of the line between appropriate and inappropriate behavior
696
Diagnose
605
Warning Signs
610
Risks
615
Suggest Processes
620
Suggest Tools
625
Revise Answers
630
Rediagnose
635
Print
640
Exit
645
600

Fig. 8

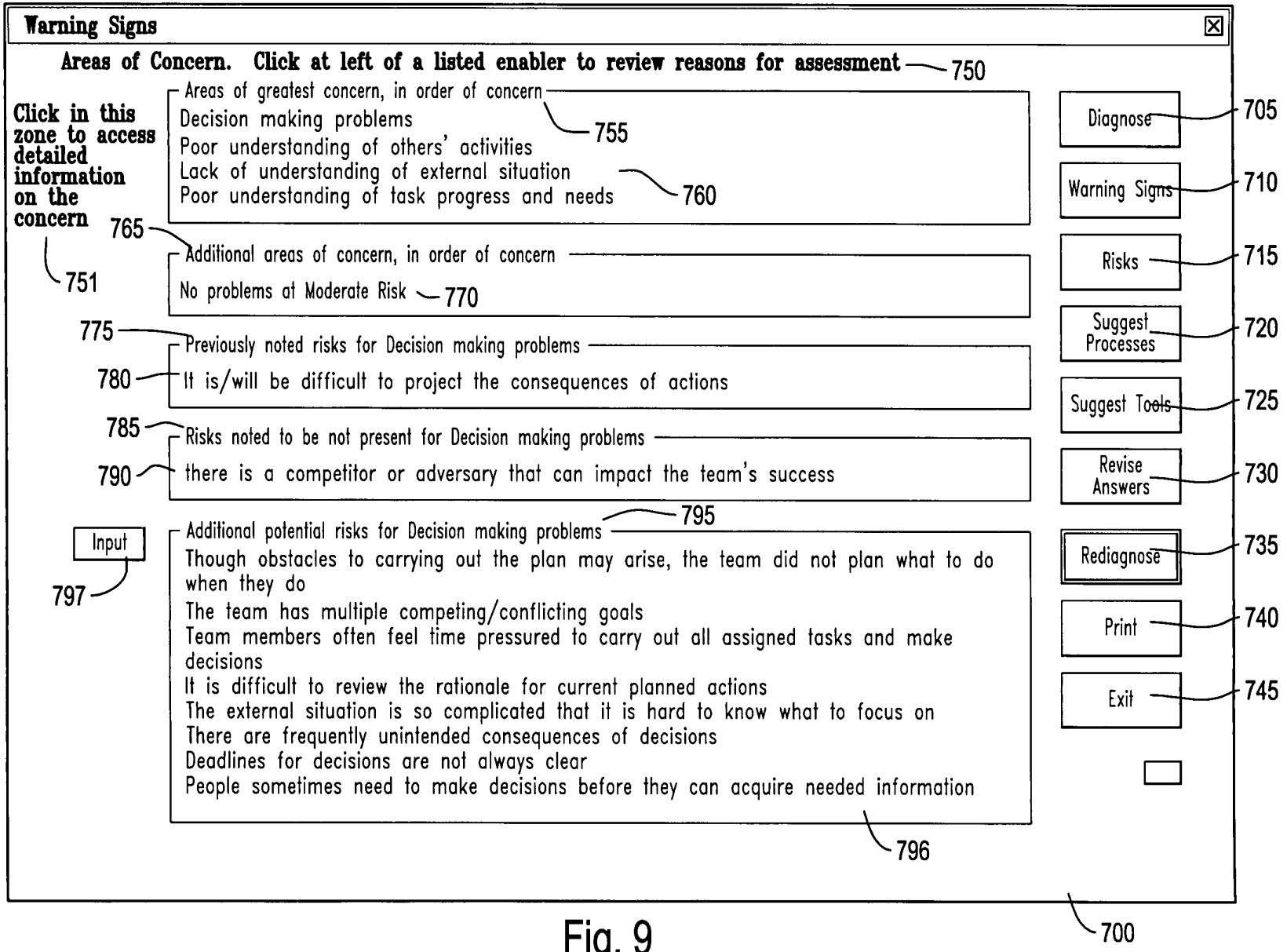
Warning Signs
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
750
Click in this zone to access detailed information on the concern
751
Areas of greatest concern, in order of concern
Decision making problems
Poor understanding of others' activities
Lack of understanding of external situation
Poor understanding of task progress and needs
755
760
765
Additional areas of concern, in order of concern
No problems at Moderate Risk
770
775
Previously noted risks for Decision making problems
780
It is/will be difficult to project the consequences of actions
785
Risks noted to be not present for Decision making problems
790
there is a competitor or adversary that can impact the team's success
795
Input
797
Additional potential risks for Decision making problems
Though obstacles to carrying out the plan may arise, the team did not plan what to do when they do
The team has multiple competing/conflicting goals
Team members often feel time pressured to carry out all assigned tasks and make decisions
It is difficult to review the rationale for current planned actions
The external situation is so complicated that it is hard to know what to focus on
There are frequently unintended consequences of decisions
Deadlines for decisions are not always clear
People sometimes need to make decisions before they can acquire needed information
796
Diagnose
705
Warning Signs
710
Risks
715
Suggest Processes
720
Suggest Tools
725
Revise Answers
730
Rediagnose
735
Print
740
Exit
745
700

Fig. 9

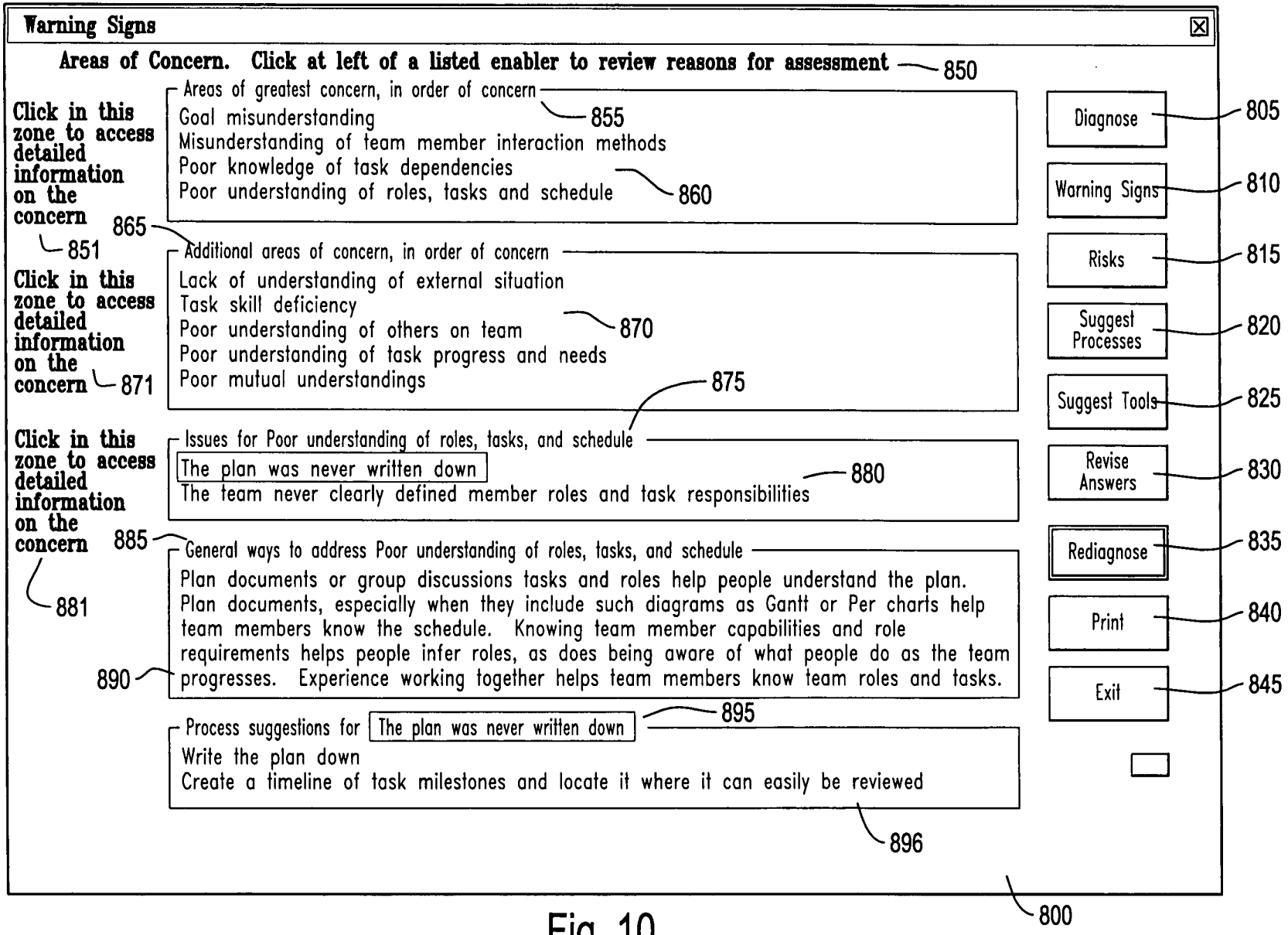
Warning Signs
Areas of Concern. Click at left of a listed enabler to review reasons for assessment
850
Areas of greatest concern, in order of concern
855
Goal misunderstanding
Misunderstanding of team member interaction methods
Poor knowledge of task dependencies
Poor understanding of roles, tasks and schedule
860
Click in this zone to access detailed information on the concern
851
865
Additional areas of concern, in order of concern
Lack of understanding of external situation
Task skill deficiency
Poor understanding of others on team
870
Poor understanding of task progress and needs
Poor mutual understandings
Click in this zone to access detailed information on the concern
871
875
Issues for Poor understanding of roles, tasks, and schedule
The plan was never written down
880
The team never clearly defined member roles and task responsibilities
Click in this zone to access detailed information on the concern
881
885
General ways to address Poor understanding of roles, tasks, and schedule
Plan documents or group discussions tasks and roles help people understand the plan. Plan documents, especially when they include such diagrams as Gantt or Per charts help team members know the schedule. Knowing team member capabilities and role requirements helps people infer roles, as does being aware of what people do as the team progresses. Experience working together helps team members know team roles and tasks.
890
Process suggestions for The plan was never written down
895
Write the plan down
Create a timeline of task milestones and locate it where it can easily be reviewed
896
Diagnose
805
Warning Signs
810
Risks
815
Suggest Processes
820
Suggest Tools
825
Revise Answers
830
Rediagnose
835
Print
840
Exit
845
800

Fig. 10

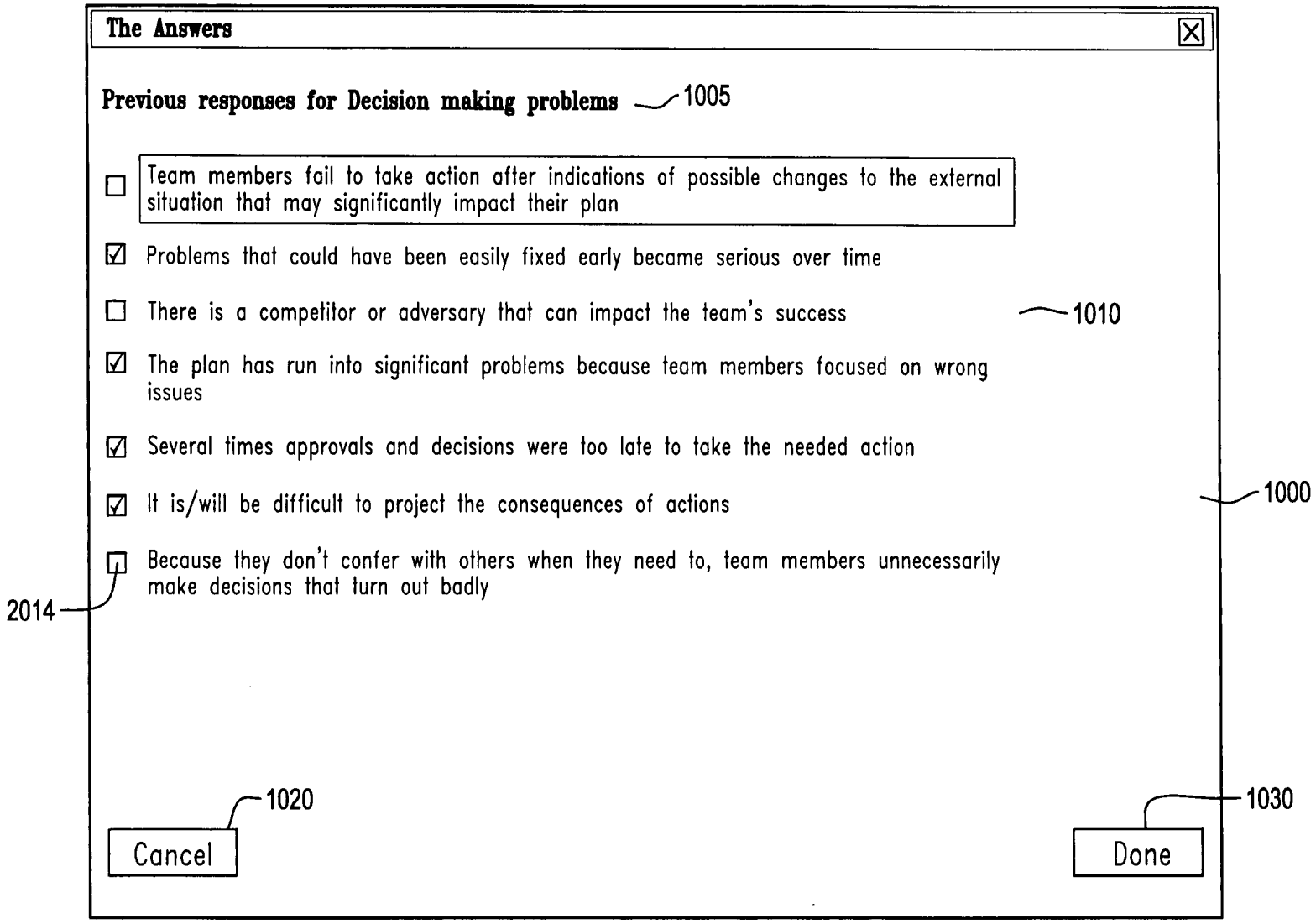
The Answers
Previous responses for Decision making problems
1005
Team members fail to take action after indications of possible changes to the external situation that may significantly impact their plan
Problems that could have been easily fixed early became serious over time
There is a competitor or adversary that can impact the team's success
1010
The plan has run into significant problems because team members focused on wrong issues
Several times approvals and decisions were too late to take the needed action
It is/will be difficult to project the consequences of actions
1000
Because they don't confer with others when they need to, team members unnecessarily make decisions that turn out badly
2014
1020
Cancel
1030
Done

Fig. 11

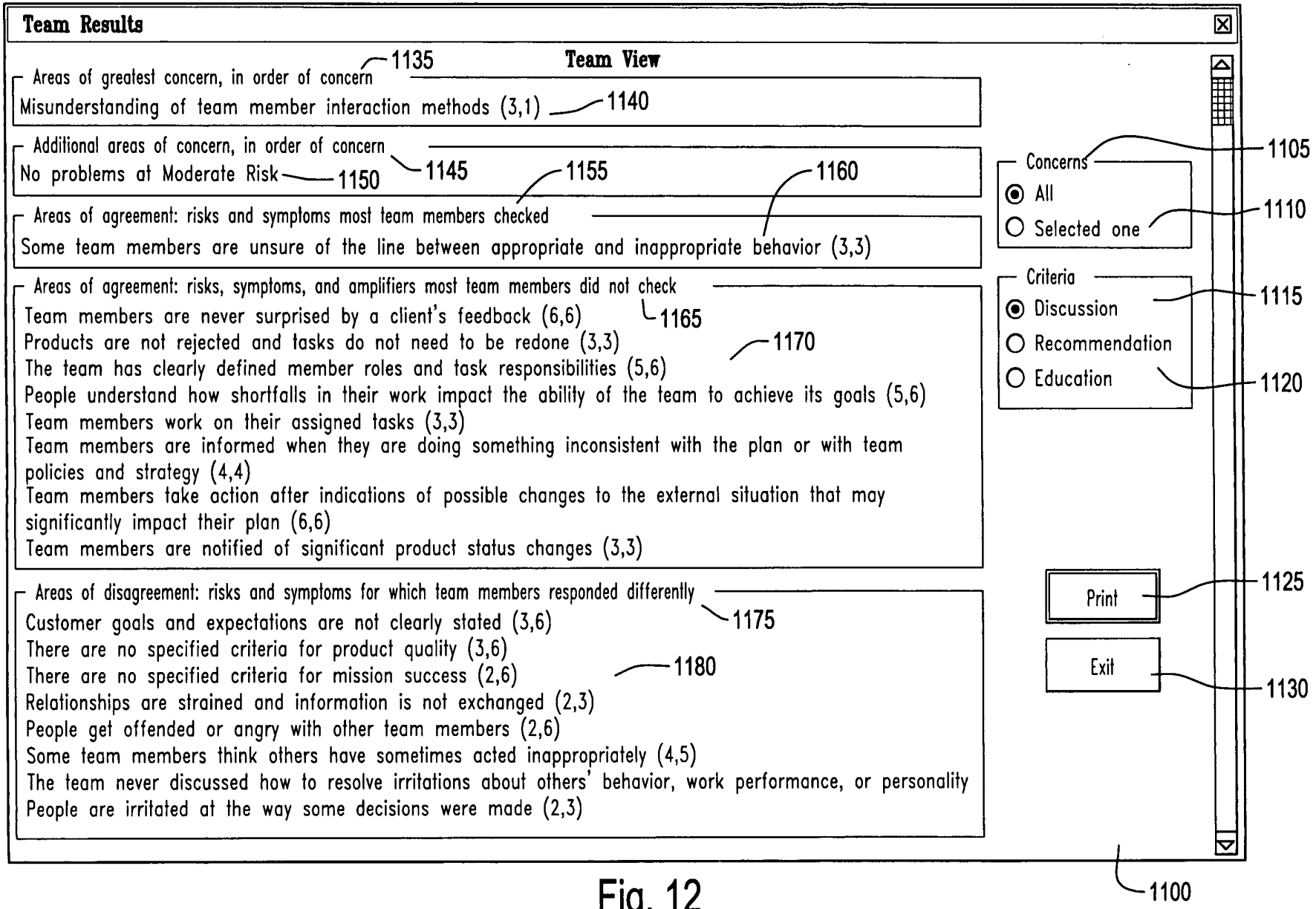
Team Results
Team View
1135
Areas of greatest concern, in order of concern
Misunderstanding of team member interaction methods (3,1)
1140
Additional areas of concern, in order of concern
No problems at Moderate Risk
1150
1145
1155
1160
Areas of agreement: risks and symptoms most team members checked
Some team members are unsure of the line between appropriate and inappropriate behavior (3,3)
Areas of agreement: risks, symptoms, and amplifiers most team members did not check
Team members are never surprised by a client's feedback (6,6)
1165
Products are not rejected and tasks do not need to be redone (3,3)
1170
The team has clearly defined member roles and task responsibilities (5,6)
People understand how shortfalls in their work impact the ability of the team to achieve its goals (5,6)
Team members work on their assigned tasks (3,3)
Team members are informed when they are doing something inconsistent with the plan or with team policies and strategy (4,4)
Team members take action after indications of possible changes to the external situation that may significantly impact their plan (6,6)
Team members are notified of significant product status changes (3,3)
Areas of disagreement: risks and symptoms for which team members responded differently
1175
Customer goals and expectations are not clearly stated (3,6)
There are no specified criteria for product quality (3,6)
There are no specified criteria for mission success (2,6)
1180
Relationships are strained and information is not exchanged (2,3)
People get offended or angry with other team members (2,6)
Some team members think others have sometimes acted inappropriately (4,5)
The team never discussed how to resolve irritations about others' behavior, work performance, or personality
People are irritated at the way some decisions were made (2,3)
Concerns
1105
All
Selected one
1110
Criteria
Discussion
1115
Recommendation
Education
1120
Print
1125
Exit
1130
1100

Fig. 12

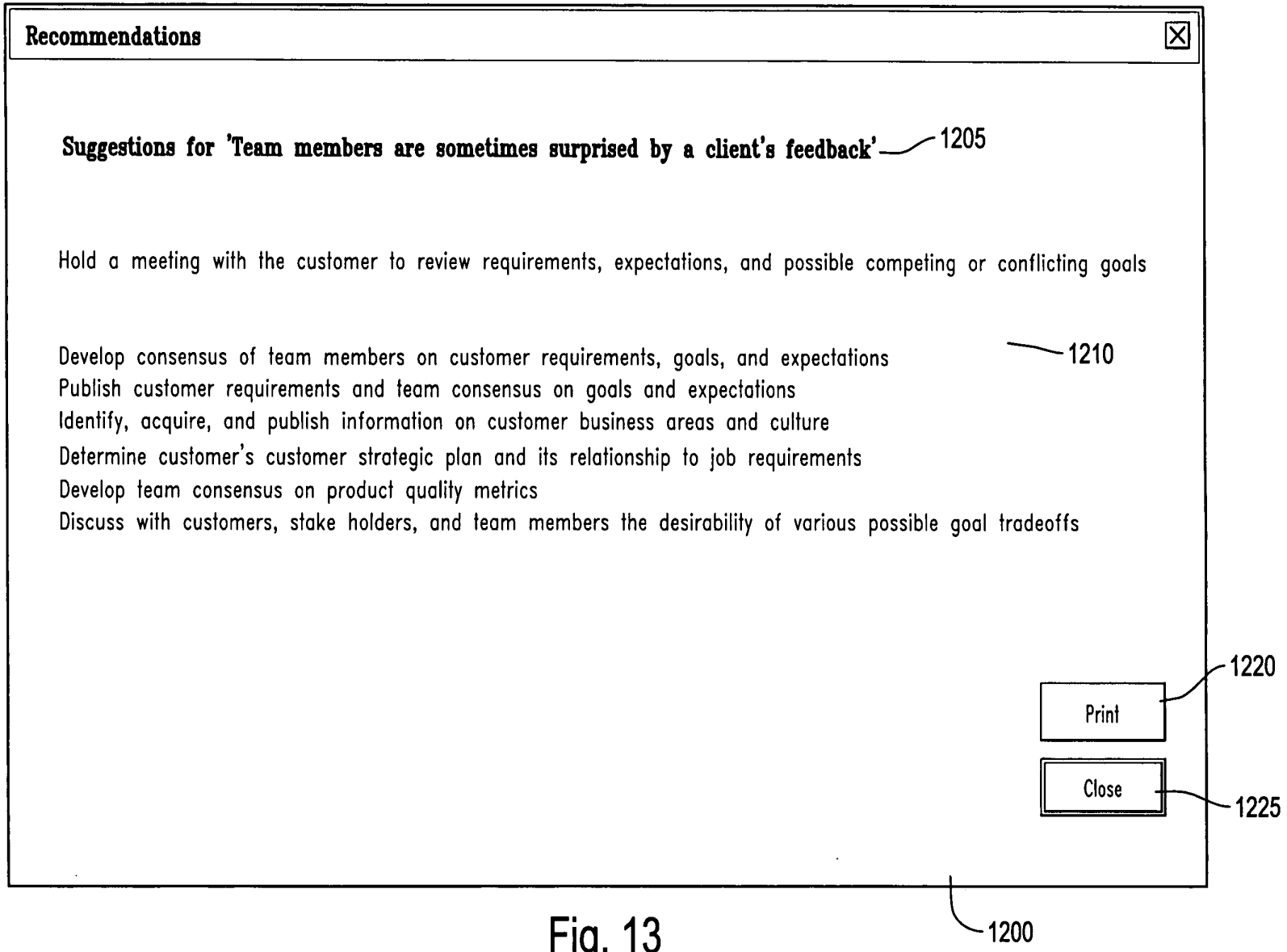
Recommendations
Suggestions for 'Team members are sometimes surprised by a client's feedback'
1205
Hold a meeting with the customer to review requirements, expectations, and possible competing or conflicting goals
Develop consensus of team members on customer requirements, goals, and expectations
1210
Publish customer requirements and team consensus on goals and expectations
Identify, acquire, and publish information on customer business areas and culture
Determine customer's customer strategic plan and its relationship to job requirements
Develop team consensus on product quality metrics
Discuss with customers, stake holders, and team members the desirability of various possible goal tradeoffs
Print
1220
Close
1225
1200

Fig. 13

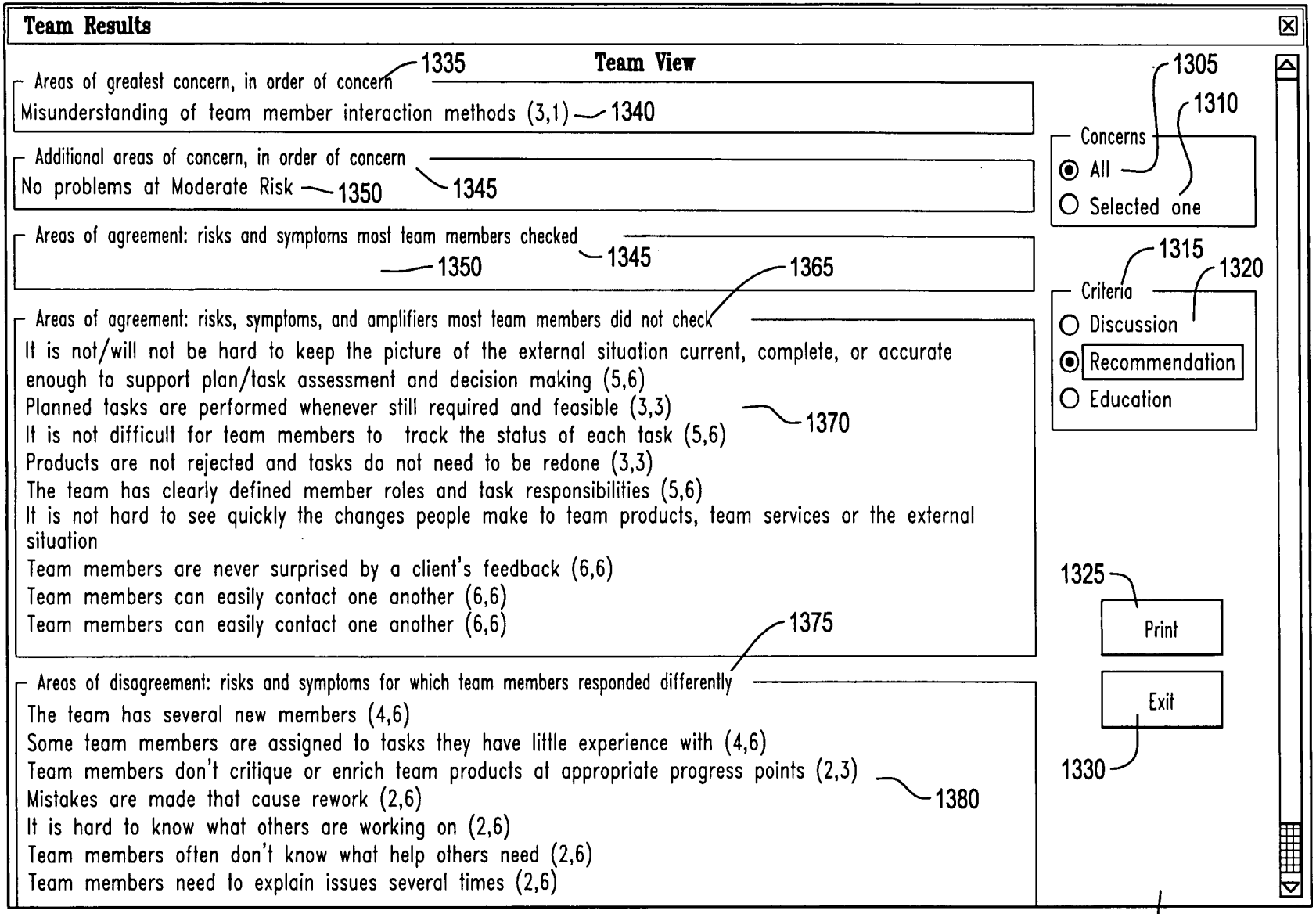
Team Results
Team View
1335
Areas of greatest concern, in order of concern
Misunderstanding of team member interaction methods (3,1)
1340
Additional areas of concern, in order of concern
No problems at Moderate Risk
1350
1345
Areas of agreement: risks and symptoms most team members checked
1350
1345
1365
Areas of agreement: risks, symptoms, and amplifiers most team members did not check
It is not/will not be hard to keep the picture of the external situation current, complete, or accurate enough to support plan/task assessment and decision making (5,6)
Planned tasks are performed whenever still required and feasible (3,3)
It is not difficult for team members to track the status of each task (5,6)
1370
Products are not rejected and tasks do not need to be redone (3,3)
The team has clearly defined member roles and task responsibilities (5,6)
It is not hard to see quickly the changes people make to team products, team services or the external situation
Team members are never surprised by a client's feedback (6,6)
Team members can easily contact one another (6,6)
Team members can easily contact one another (6,6)
1375
Areas of disagreement: risks and symptoms for which team members responded differently
The team has several new members (4,6)
Some team members are assigned to tasks they have little experience with (4,6)
Team members don't critique or enrich team products at appropriate progress points (2,3)
Mistakes are made that cause rework (2,6)
1380
It is hard to know what others are working on (2,6)
Team members often don't know what help others need (2,6)
Team members need to explain issues several times (2,6)
1305
1310
Concerns
All
Selected one
1315
1320
Criteria
Discussion
Recommendation
Education
1325
Print
Exit
1330
1300

Fig. 14

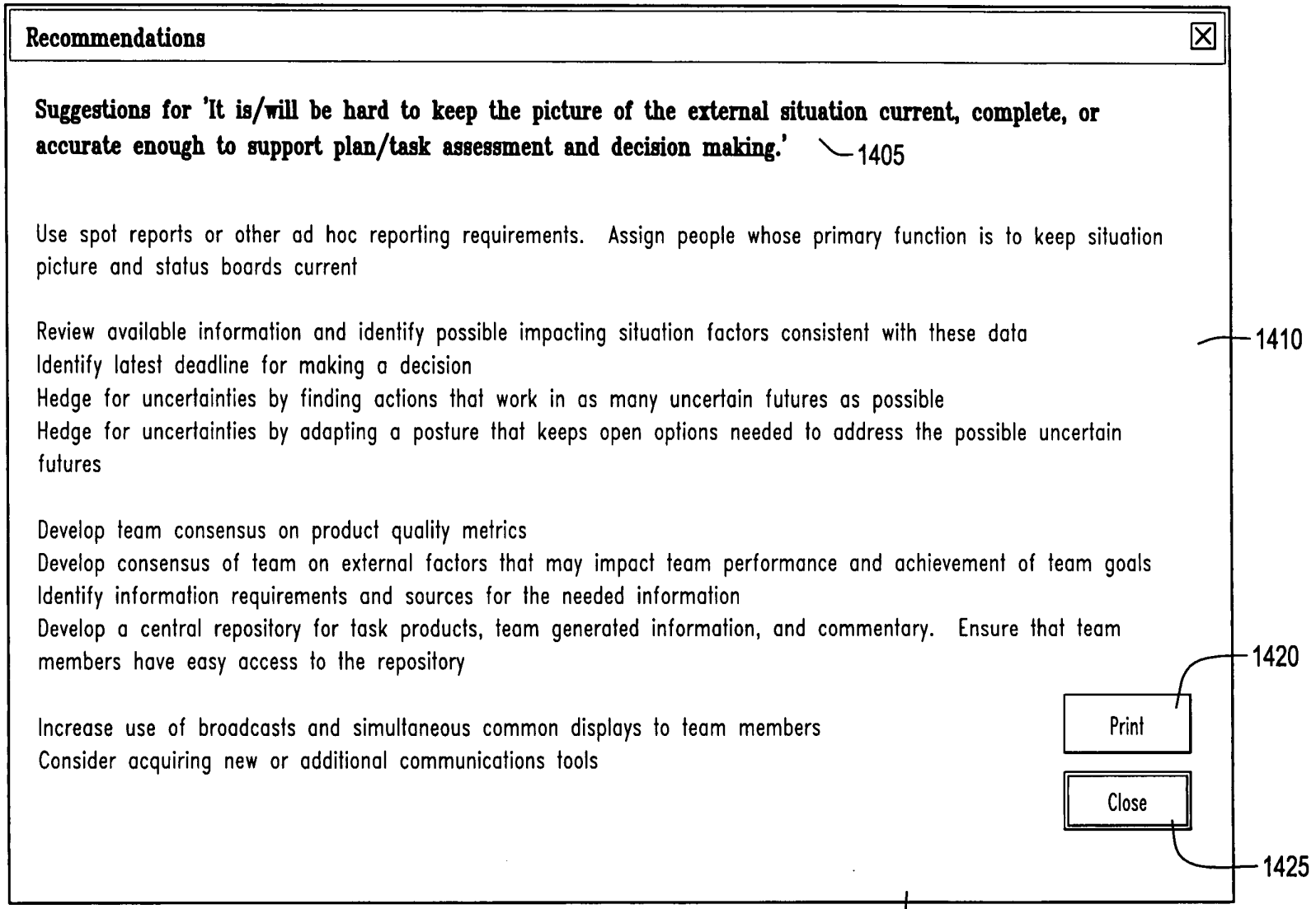
Recommendations
Suggestions for 'It is/will be hard to keep the picture of the external situation current, complete, or accurate enough to support plan/task assessment and decision making.'
1405
Use spot reports or other ad hoc reporting requirements. Assign people whose primary function is to keep situation picture and status boards current
Review available information and identify possible impacting situation factors consistent with these data
Identify latest deadline for making a decision
Hedge for uncertainties by finding actions that work in as many uncertain futures as possible
Hedge for uncertainties by adapting a posture that keeps open options needed to address the possible uncertain futures
1410
Develop team consensus on product quality metrics
Develop consensus of team on external factors that may impact team performance and achievement of team goals
Identify information requirements and sources for the needed information
Develop a central repository for task products, team generated information, and commentary. Ensure that team members have easy access to the repository
Increase use of broadcasts and simultaneous common displays to team members
Consider acquiring new or additional communications tools
1420
Print
Close
1425
1400

Fig. 15

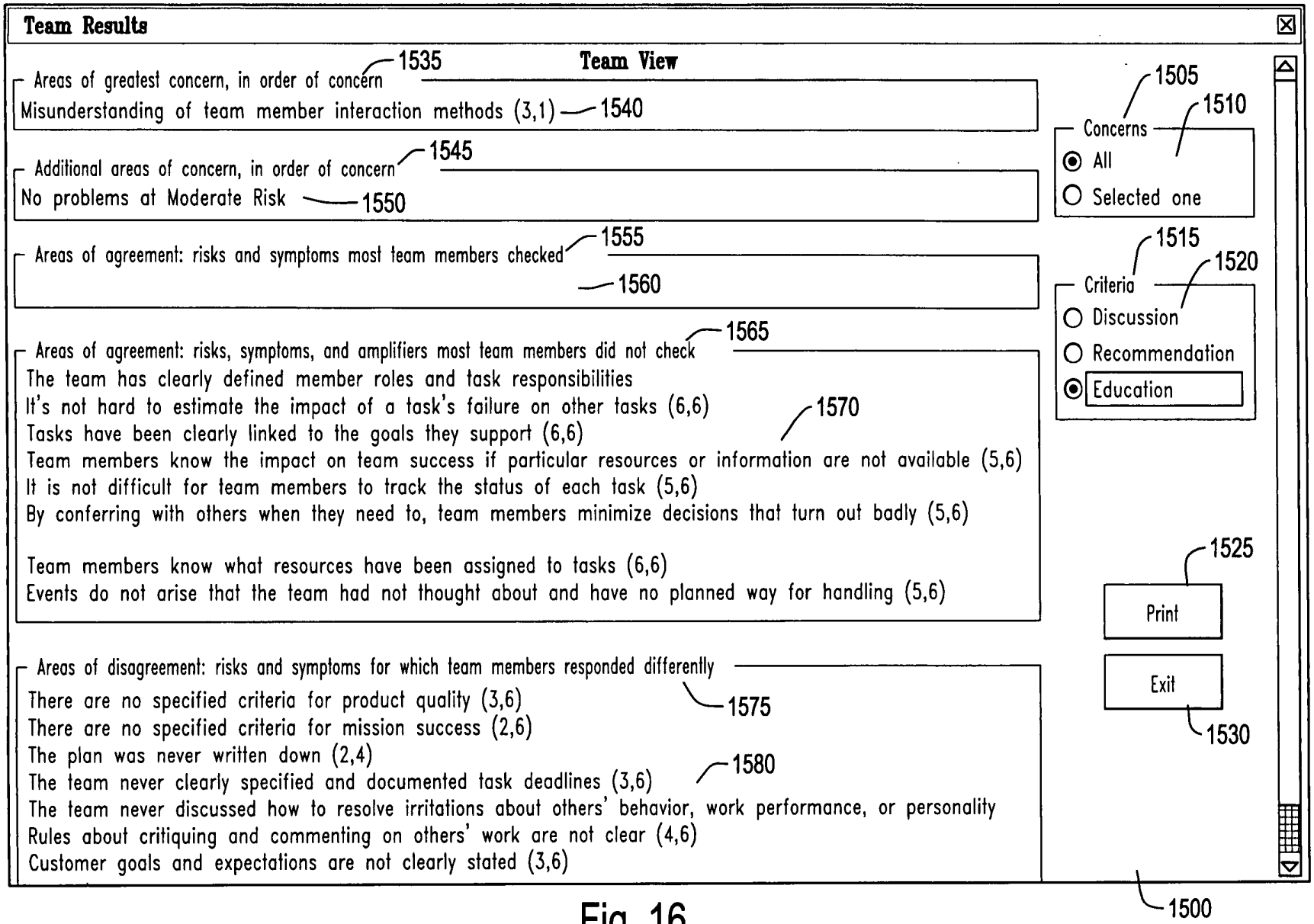
Team Results
Team View
Areas of greatest concern, in order of concern
1535
Misunderstanding of team member interaction methods (3,1)
1540
Additional areas of concern, in order of concern
1545
No problems at Moderate Risk
1550
Areas of agreement: risks and symptoms most team members checked
1555
1560
Areas of agreement: risks, symptoms, and amplifiers most team members did not check
1565
The team has clearly defined member roles and task responsibilities
It's not hard to estimate the impact of a task's failure on other tasks (6,6)
Tasks have been clearly linked to the goals they support (6,6)
1570
Team members know the impact on team success if particular resources or information are not available (5,6)
It is not difficult for team members to track the status of each task (5,6)
By conferring with others when they need to, team members minimize decisions that turn out badly (5,6)
Team members know what resources have been assigned to tasks (6,6)
Events do not arise that the team had not thought about and have no planned way for handling (5,6)
Areas of disagreement: risks and symptoms for which team members responded differently
There are no specified criteria for product quality (3,6)
1575
There are no specified criteria for mission success (2,6)
The plan was never written down (2,4)
The team never clearly specified and documented task deadlines (3,6)
1580
The team never discussed how to resolve irritations about others' behavior, work performance, or personality
Rules about critiquing and commenting on others' work are not clear (4,6)
Customer goals and expectations are not clearly stated (3,6)
1505
Concerns
1510
All
Selected one
1515
Criteria
1520
Discussion
Recommendation
Education
1525
Print
Exit
1530
1500

Fig. 16

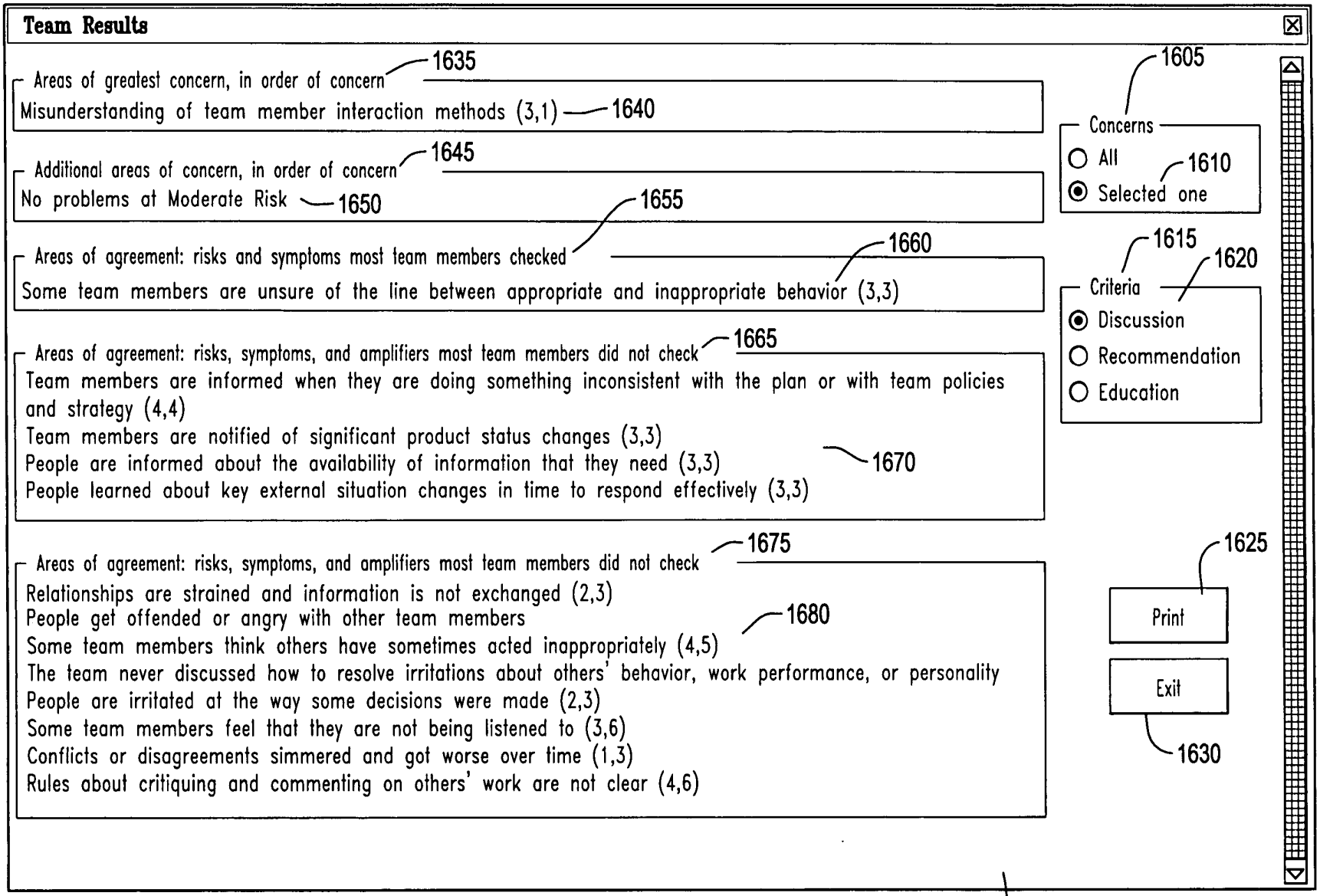
Team Results
Areas of greatest concern, in order of concern
1635
Misunderstanding of team member interaction methods (3,1)
1640
Additional areas of concern, in order of concern
1645
No problems at Moderate Risk
1650
Areas of agreement: risks and symptoms most team members checked
1655
Some team members are unsure of the line between appropriate and inappropriate behavior (3,3)
1660
Areas of agreement: risks, symptoms, and amplifiers most team members did not check
1665
Team members are informed when they are doing something inconsistent with the plan or with team policies and strategy (4,4)
Team members are notified of significant product status changes (3,3)
People are informed about the availability of information that they need (3,3)
People learned about key external situation changes in time to respond effectively (3,3)
1670
Areas of agreement: risks, symptoms, and amplifiers most team members did not check
1675
Relationships are strained and information is not exchanged (2,3)
People get offended or angry with other team members
Some team members think others have sometimes acted inappropriately (4,5)
1680
The team never discussed how to resolve irritations about others' behavior, work performance, or personality
People are irritated at the way some decisions were made (2,3)
Some team members feel that they are not being listened to (3,6)
Conflicts or disagreements simmered and got worse over time (1,3)
Rules about critiquing and commenting on others' work are not clear (4,6)
1605
Concerns
All
Selected one
1610
1615
Criteria
1620
Discussion
Recommendation
Education
1625
Print
Exit
1630
1600

Fig. 17

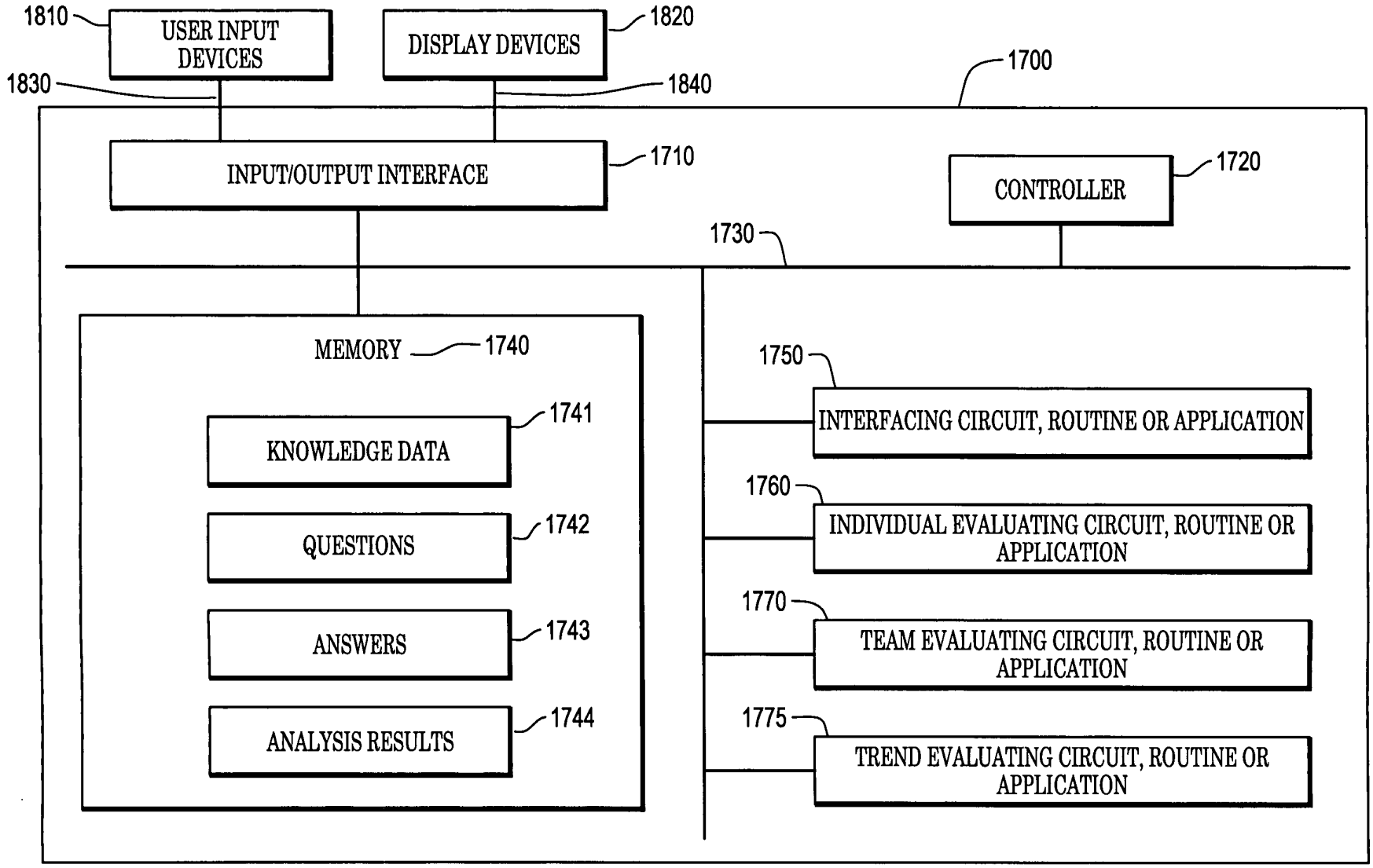
1810
USER INPUT DEVICES
1820
DISPLAY DEVICES
1830
1840
1700
INPUT/OUTPUT INTERFACE
1710
CONTROLLER
1720
1730
MEMORY
1740
1741
KNOWLEDGE DATA
1742
QUESTIONS
1743
ANSWERS
1744
ANALYSIS RESULTS
1750
INTERFACING CIRCUIT, ROUTINE OR APPLICATION
1760
INDIVIDUAL EVALUATING CIRCUIT, ROUTINE OR APPLICATION
1770
TEAM EVALUATING CIRCUIT, ROUTINE OR APPLICATION
1775
TREND EVALUATING CIRCUIT, ROUTINE OR APPLICATION

Fig. 18